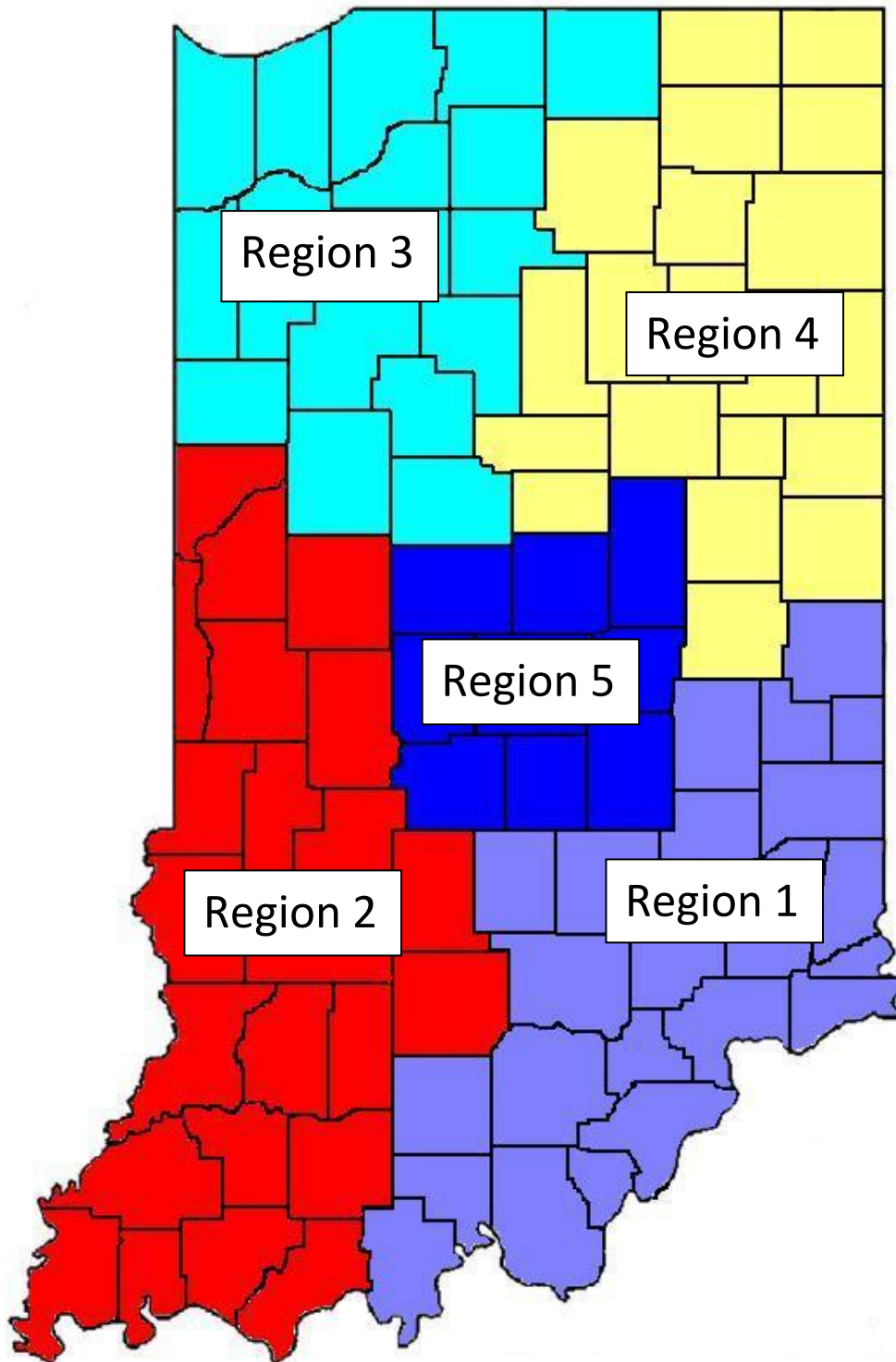


Appendix A: Map of the Regions



Appendix B: Friday Night Facts Flyer



ATTENTION: Faith-Based and Community Organizations

The Office of Faith-Based and Community Initiatives (OFBCI) invites faith-based and community grassroots organizations to take a statewide needs assessment being conducting by OFBCI's AmeriCorps* VISTAs.

- WHO:** Our target participants are **small, grassroots organizations with faith or secular backgrounds** that have **serious ambition** to build their capacity and improve their community in the process. Ideally, organizations should have **5 employees or less** and **less than \$100,000 in annual income**. **HOWEVER**, we encourage **ALL** nonprofits of **ALL** sizes to consider this survey.
- WHAT:** We will be selecting from participants of this survey partners for extensive, one-on-one consultations should they indicate that they would like that opportunity. **All responses to the survey will contribute to a statewide report and help revamp OFBCI's approach to the serving Hoosier faith-based and community organizations!**
- WHY:** This survey will help OFBCI and other state agencies better understand the needs of small, grassroots faith-based and community groups, and to be better partners in serving the public with your organizations. As a VISTA program, collaboration with organizations that address issues of poverty will be the most important to respond.

WHEN: August 6th, 2010

WHERE: <https://www.surveymonkey.com/s/OFBCINEEDSASSESSMENT>

Every response serves the Hoosier nonprofit community!

For questions or feedback, please contact Monica, one of the VISTAs, at

mkrause@ofbci.in.gov or call 317-234-4287!



Nonprofit Resources at: <http://www.in.gov/ofbci/2336.htm>



Appendix C: Email Invitation to Participate

Dear Indiana Faith-Based and Community-Based Organizations,

As Hoosiers are working together to address the ever growing needs of our communities and families, they are learning how to do more with less. In particular, Faith-Based and Community- Based Organizations are experiencing an even greater influx of individuals and families in need of their services. As the demand for these services grows, FBCOs may need more assistance in the area of organizational capacity to be able to meet the needs of their clients and to sustain themselves as organizations. This year, the Office of Faith-Based and Community Initiatives (OFBCI) has received four AmeriCorps*VISTA (Volunteers in Service to America) Capacity Building Associates and one Volunteer Outreach Associate to support the office in providing focused technical assistance and training support to smaller FBCOs in Indiana.

As we assess our target audience, we will be working with smaller FBCOs that need Training and Technical Assistance in the following areas:

- Building effective partnerships; developing strategic plans; fundraising strategies; budgeting; applying for federal, state, and/or local funding; building and retaining volunteer programs; tracking clients; evaluating projects/programs; and assessing the needs of the organization and/or community
- Access to and the understanding of training resources, tools, and education opportunities beneficial to the organization and its growth.

If you are a small FBCO that would benefit from these services, the first step is completing the Needs Assessment survey found at the link below. This survey will help us determine the needs of organizations such as yours across the state. This information will then be used to help the VISTAs create appropriate tools to provide capacity-building services to organizations like yours. Please note that we must be selective and will work initially with only a small sample of respondents to this assessment. However, as our capacity grows, we may be able to provide more services to a larger number of organizations.

We ask you to take this survey through following the link below no later than **August 6, 2010**. It should take approximately 20 minutes to complete, and your answers will be completely confidential. We will generate a final report, which will be available via email and on the OFBCI website. After your survey responses have been analyzed, one of our VISTAs may contact you to discuss capacity building opportunities for your organization. ***Please keep in mind that the responses to this survey are essential to the construction of a resource gateway for FBCOs through the OFBCI.*** If this letter reaches a nonprofit that has relationships with faith-based and/or community-based organizations in Indiana, please feel free to pass this communication to those who may be interested in being a part of this assessment.

You can access the Needs Assessment at the following web address:

<https://www.surveymonkey.com/s/OFBCINEEDSASSESSMENT>

Appendix D: Text of the Survey Questionnaire

Demographic and Contact Information

1. Please provide us with the following contact information so that we can follow up with you regarding capacity building services through the Office of Faith-Based and Community initiatives. (If you do not have a website, please type "no website")

| | | | | |
|-------|--------------|---------|---------------|--------------|
| Name | Organization | Title | Address | City/Town |
| State | ZIP | Website | Email Address | Phone Number |

2. Please use the space below to provide us with the organization's mission statement. If the organization does not have a mission statement, type "No Mission Statement."
(Open Response)

3. Please indicate how long the organization has been in operation.
(Open Response)

4. Please indicate which of the following areas are serviced by your organization.

| | | | |
|-----------------------|-----------------------------------|---|----------------------|
| Childcare/Education | Substance Abuse/ Mental Health | Clothing or Home Furnishings | Disaster Relief |
| Community Development | Financial Literacy | Food and Nutrition | Housing/Homelessness |
| Advocacy | Mentoring | Job or Skills Training | Senior Care |
| Inmate Re-entry | Domestic Violence | Health (Care, Education, and/or Wellness) | |

5. Please indicate what age range your services are targeted toward. (Choose all that apply)

| | | | |
|---------------|-----------|-------------|---------------------|
| Families | Adult men | Adult women | Children (all ages) |
| Seniors (65+) | 0-6 years | 7-13 years | 14-18 years |

6. Please indicate how many staff members you have in each of the following categories.

| |
|---|
| Full-time Staff with benefits [0 1 2 3 4 5 6 7 8 9 10 11+] |
| Part-time Staff [0 1 2 3 4 5 6 7 8 9 10 11+] |
| Full-time Volunteers [0 1 2 3 4 5 6 7 8 9 10 11+] |
| Committed Part-time Volunteers [0 1 2 3 4 5 6 7 8 9 10 11+] |
| AmeriCorps Members [0 1 2 3 4 5 6 7 8 9 10 11+] |
| Interns [0 1 2 3 4 5 6 7 8 9 10 11+] |
| Board Members [0 1 2 3 4 5 6 7 8 9 10 11+] |

7. Please indicate whether the organization is faith based or community based.

| | |
|-------------|-----------------|
| Faith-based | Community Based |
|-------------|-----------------|

8. Has the organization received grants from the state of Indiana? (Check all that apply)

| | | |
|-----------------------------|----------------------------|--|
| AmeriCorps State grant | AmeriCorps State host site | Strengthening Families grant |
| Access to Recovery Provider | Other State grant(s) | The Organization has not received any grants |

Organizational Assessment

1. The organization has a process for reviewing and responding to ideas, suggestions, comments, and perceptions from all staff members, volunteers, and clients.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. Every year, the organization evaluates its activities to determine progress towards goals.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. All stakeholders are involved in the evaluation of the organization's progress toward benchmarks and goals.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. The impact of programs on clients is measurable and quantifiable.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Operations and Governance

1. The organization is current and up to date on all legal and tax forms required by law (including Articles of Incorporation, Form NP-20A, EIN, Form SS-4, Form 1023, Business Entity Report, IRS 990).

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. The Board meets regularly, and actively participates in strategic short-term and long-term planning.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. New Board members receive orientation.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. The Board gets regular training on nonprofit management or other relevant topics.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. The Board has a process for handling urgent matters between meetings.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

6. The Board has mandatory term limits.

| | |
|---------------------------|------------------------|
| Yes | No |
| Don't Know/Not Applicable | If yes, please explain |

7. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Planning and Programming

1. The organization frequently evaluates, by soliciting community input, whether its mission and activities provide benefit to the community.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. The organization has a long-term strategic plan to accomplish its mission in measurable goals.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. The Board, staff, clients, volunteers, key constituencies, and community members all participate in planning.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. The organization has established an evaluation process and performance indicators toward the achievement of its goals and objectives.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. Those receiving services participate in program development.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

6. Sufficient time and resources are allocated to programs.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

7. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Networking and Advocacy

1. The organization networks and/or collaborates with other non-governmental organizations to produce the most effective and comprehensive services to clients.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. The organization networks and/or collaborates with government agencies to produce the most effective and comprehensive services to clients.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. The organization participates in advocacy for the community it serves on a local or national level, in addition to providing services to clients.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. The organization is associated with a regional, national, or international organization with a similar mission.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. The organization has mentoring relationships with similar organizations at the regional, national, or international level.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

6. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Human Resources

1. The organization hires staff based on skill, and not due to personal relationships with staff or the Board.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. Employee performance is regularly assessed, and appropriate recommendations and credit are given.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. The organization has a clear volunteer management plan, including training for all volunteers.

| | |
|---------------------------|---|
| Strongly Disagree | Disagree |
| Agree | Strongly Agree |
| Don't Know/Not Applicable | The Organization Does Not Have Volunteers |

4. The staff has all the skills and competencies to make the organization succeed.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. The staff participates in on-going training to enhance skills.

| | |
|---------------------------|--|
| Strongly Disagree | Disagree |
| Agree | Strongly Agree |
| Don't Know/Not Applicable | If on-going training occurs, please describe below (Open Response) |

6. The organization has a constitution, bylaws, personnel handbook, and/or codes that are current, enforced, and accessible.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

7. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Marketing

1. The organization has a clear mission and vision that is regularly communicated to staff, volunteers, and clients.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. The organization is well-known within the community it serves.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. The organization has a good reputation within the community it serves.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. Varied forms of media are used to educate the community about the existence, mission, and programs of the organization.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. What types of media are used to educate the community about the existence, mission and programs of the organization?

(Open Response)

10. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Information Technology

The organization has reliable computers, internet connections, and telephones in the organization's main offices/central location.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

2. The organization has an adequate number of computers to satisfy the needs of employees and/or volunteers.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

3. The organization has a website that is frequently updated, maintained, accessible, and reflective of the needs and mission of the organization.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. Employees and/or volunteers of the organization are literate in information technology and are able to handle technological tasks related to their work.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

5. The organization has access and ability to run software packages necessary for the operation of the organization, including, but not limited to, accounting software, statistical packages, design programs, and informational management programs.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

6. It is easy for the public to contact the organization via telephone or email.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

10. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Financial Resources

1. From which source(s) does your organization currently receive funding? (choose all that apply)

| | | | |
|-------------------------------------|----------------|---------------------|-------------------------|
| Fees for services | Federal Grants | State Grants | Local Grants |
| Individuals | Corporations | Capital Campaign(s) | Annual Fund |
| One-Time Donors | Repeat Donors | Foundations | Religious Organizations |
| Show replies/Other (please specify) | | | |

2. What are your fund-raising tactics?

| | | |
|-----------------------------|--|-------------------------------------|
| Hosting fund-raising events | Online donations through website | Solicitation by mail |
| Solicitation by phone | Selling products or providing services | Show replies/Other (please specify) |

3. The organization has sufficient funding to be able to maintain its current capacity of services and programs.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

4. The organization follows accounting practices which conform to either Generally Accepted Accounting Principles (GAAP) or International Financial Reporting Standards (IFRS).

| | |
|---------------------------|---|
| Strongly Disagree | Disagree |
| Agree | Strongly Agree |
| Don't Know/Not Applicable | If other standard is used, please explain |

5. The organization prepares timely financial reports and distributes them to the Board and other relevant parties – including balance sheets, income statements, and cash flow documents.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

6. Does the organization have an accountant or fiscal person?

| | | |
|-----|----|---------------------------|
| Yes | No | Don't Know/Not Applicable |
|-----|----|---------------------------|

7. The organization has a specific budget in place that has been reviewed and approved by the Board.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

8. The organization has a documented set of internal controls, including the handling of cash and deposits and approval over spending and disbursements.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

9. The Board has a fully functional fundraising committee.

| | | | | |
|-------------------|----------|-------|----------------|---------------------------|
| Strongly Disagree | Disagree | Agree | Strongly Agree | Don't Know/Not Applicable |
|-------------------|----------|-------|----------------|---------------------------|

10. Please use this space to provide any additional comments that may be useful to our assessment or that clarify answers above.

(Open Response)

Capacity Building Support

1. Considering the questions covered on the previous pages, please rank these capacity areas in order with "1" signifying the most challenging and "8" signifying the least challenging.

| | | | |
|------------------------|---------------------------|--------------------------|---------------------------|
| Financial Resources | Marketing | Networking and Advocacy | Human Resources |
| Information Technology | Operations and Governance | Planning and Programming | Organizational Assessment |

2. Please indicate if you would like to be contacted by one of our VISTA members regarding assistance in your capacity building development.

| | |
|-------------------|--------------------------|
| Please contact me | Please do not contact me |
|-------------------|--------------------------|

3. In what areas would the organization benefit from support by the OFBCI?

| | |
|---|---------------------------|
| Organizational Assessment | Operations and Governance |
| Planning Programming | Networking and Advocacy |
| Human Resources | Marketing |
| Information Technology | Financial Resources |
| More than one area (listed in "other" category) | |

4. Would you like for OFBCI to e-mail the final report based on this survey?

| | |
|-----|----|
| Yes | No |
|-----|----|

Appendix E: Full Methodology

Section E1- Methodology Background

The purpose of our Needs Assessment Survey is two-fold. First, we needed a group of organizations in need of capacity building assistance who wanted to take part in our project. The survey served as an “application” to inquire about our services and give us an idea of their organizational capacity so we could best choose how to assist each organization. The second purpose was to give us an idea of the most common challenges facing the Hoosier nonprofits took the survey. We wanted to be as ready as we could to deliver—and connect—resources that these organizations could use. By focusing on the “application” element and getting a surface idea of the kinds of services that survey organizations would want, we set ourselves up for successful partnerships.

The OFBCI Needs Assessment Survey garnered responses from 107 organizations as of August 6, 2010. Of the respondents, 105 completed the first section of the survey, titled “Demographic Information,” therefore the information they provided in this section has been included in the profile of the respondents. Of these, 98 completed the survey in its entirety, and those responses were used to create the data analyzed for organizational capacity throughout the state. While this sample size limits out ability to make conclusions about any statewide trends, there were definite conclusions about the participants in the survey. This is our essential focus, and is the lens through which we wrote this report.

We discovered a few discrepancies in the data that seem to reflect problems with the semantics that were unanticipated. There were a few comments from respondents saying that they did not understand a particular question, based on language or contextual definition. One word in particular that caused trouble was question 2.3’s “stakeholders.” Several respondents commented to say that they include some types of people as stakeholders, but not other groups like community members. This discrepancy is in part a good thing; we wanted to make the respondents pause and consider if they are

truly seeking information from all people in any way involved in the activities of the organization.

However, our definition of who counts as a stakeholder ought to have been clarified.

Another part of the survey that had problems was in the Demographic section. In question 1.6, we asked the number of staff and volunteers the organizations have. As many of these nonprofits are grassroots, the lines between staff and volunteers may be thin. In hindsight, we recognize that we ought to have clarified between the types of volunteers the organization has. For example, one nonprofit operates a program recruiting hundreds of senior citizen volunteers every year, but this respondent indicated that they have no volunteers because none of these volunteers help with the administrative tasks of the nonprofit.

Another area where the survey's language caused problems was in question 10.1. There appears to have been confusion in the definition of the eight areas of capacity. One that caused particular trouble is the category of Financial Resources. We expect that many of the respondents considered this to refer only to having adequate finances, but not a more inclusive definition looking at financial management as well. This will be discussed further in the following chapters. However, as we expected, the confusion regarding the interpretation of the survey's language is a result in itself. Though no generalizations can be made without further research into the exact meanings of the respondents' answers, we can attribute some of the unexpected findings to a difference in our intent and the respondents' interpretations of the text.

Section E2 – Survey Creation

We utilized the website Survey Monkey to create the survey. The format consists of ten sections containing between three and ten questions each. In addition to a question about whether or not the organization would like to receive support from our office, the ten categorical sections are:

| | | | | |
|--------------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|--------------------------------------|
| Demographic/ Contact Info | Organizational Assessment | Operations and Governance | Planning and Programming | Marketing |
| Networking and Advocacy | Information Technology | Human Resources | Financial Resources | Capacity Building Support |

A majority of the questions are formatted similarly to the Likert scale with respondents given a statement and asked to respond from the following choices: *Strongly Disagree; Disagree; Agree; Strongly Agree; Don't Know/Not Applicable*. Other questions have the “Yes/No” answer format, and one other asks respondents to rank each area of capacity building on scale of one to eight (most challenging to least challenging). At the end of each substantive section is a blank text box for any additional information or to clarify previous answers. *(Please refer to **Appendix D** for the complete text of the questionnaire).*

There have been several Indiana nonprofit organizational assessments conducted, and we wanted to build off of the knowledge of those studies while focusing ours on the agencies that took the survey, rather than the aggregate Indiana nonprofit community. We used several sources as inspiration for choosing the format and questions in the survey. The most significant source is Dr. Kirsten A. Grønbjerg's *Indiana Nonprofits: Scope and Community Dimensions* (2010). We found her seven categories of capacity building to be useful while adding Organizational Assessment as a category to stress the importance of organizational self-evaluation in the survey.

For the specific questions we developed, we took inspiration from the types of questions found in the U.S. Department of Health and Human Services' Administration for Children and Families' *Capacity Benchmarking Took For Faith- and Community-Based Organizations* (2006) and the Substance Abuse and Mental Health Service Administration's Center for Substance Abuse Treatment's *Sustainable Grassroots Community-Based Programs: A Toolkit for Community- and Faith-Based Service Providers* (2008). Based off these two guides as well as Dr. Grønbjerg's study, we included some questions that appeared to be necessary requirements for an organization's operation as well as questions that exhibit

achieving a higher capacity. Though we did not differentiate between these two by identifying them, we feel that that the design reflects both the minimum requirements and best practices for nonprofits.

In the creation of the survey, there was significant discussion about the type of language to use. As with most sectors, there exists a certain “lingo” that members of the nonprofit community use that can sound foreign to outsiders. It would be natural and appropriate to use such language considering our audience, but not all of the respondents would necessarily be familiar with terms like “sustainability” or those words could mean different things for different people. However, it is also true that the inability to speak the nonprofit language is a telling sign of professional capacity in itself. We ultimately decided to use more simple language in order to get the most complete understanding of the survey possible, which would lead to more reliable results.

Section E3 – The Sample

The original purpose of the survey had an affect on how we marketed the survey to reach our target audience. Since the survey’s primary goal is to provide us with lower-capacity organizations that want training and technical assistance, we specifically advertised that we were looking for:

*“...small, grassroots organizations with faith or secular backgrounds that have serious ambition to build their capacity and improve their community in the process. Ideally, organizations should have 5 employees or less and less than \$100,000 in annual income. However, we encourage all nonprofits of all sizes to consider this survey” (please see **Appendix B** for the actual flyer).*

We felt the need to emphasize that our services will be for small organizations only, but that we welcomed all organizations to take the survey to get a more widespread sample to aid in comparison. Also, as an AmeriCorps *VISTA program, we are expected to gear our activities towards nonprofits that address issues of poverty. This excludes many nonprofits, particularly ones for the arts or the environment that do not *directly* impact issues of poverty. Thus, our sample is certainly not representative of all Hoosier nonprofit organizations, and should not be taken to be representative of all Hoosier nonprofits in the social service-providing arena.

Our first step was the pilot survey which was advertised via email to applicants of OFBCI's Good Works Indiana--Strengthening Families (GWIN-SF) grant. Over 100 organizations were contacted and asked to complete the survey within three days and provide feedback in regards to the survey format and wording. A total of 11 organizations took the survey before the deadline, and a total 18 organizations took the survey after that date but before the full survey was launched eight days after the pilot survey email was sent. All 18 organizations were sent another e-mail soliciting feedback on the format and depth of the survey, and we received it from three organizations. We took the lack of responses as a sign that the survey had few problems and was easily understood by most participants. The only change made from the pilot survey to the original was to Question 10.3. Originally, respondents were only able to give one answer, but based on the feedback, we added an "Other" category with a blank text box to give the option of listing more than one answer.

After the pilot survey, we advertised the launch of the full survey in several ways. First, we sent a flyer via email to the Friday Night Facts (FNF) subscribers. Over 5,000 people receive these emails from OFBCI every week, so we expected this to be our primary method of reaching our target audience. A flyer was placed in FNF the following week as a reminder. We also sent out personal emails to organizations associated with OFBCI: AmeriCorps State host sites, Access to Recovery providers, and a second email to the Strengthening Families applicants. Through other office contacts, we reached out to other individuals and asked them to pass along our invitation to take the survey to their personal contacts. Please refer to Appendices B and C for the FNF flyer and the invitation to take the survey sent through e-mail. From the day the full survey launched, 89 organizations participated over the course of 14 days. Including the pilot survey respondents, the total number of responses was 107. A more detailed examination of the sample can be found in with the statewide data analysis in Section 6.

Section E4 – Coding Method

Our coding method was simply a conversion of the 4 answers (Strongly Disagree; Disagree; Agree; Strongly Agree) to a score of 1-4 with 0 representing “Don’t Know/Not Applicable.” This was possible because each question is formatted to reflect that Strongly Agree refers to achieving the best practice or minimum standard, so it receives the highest score of 4. Thus, when each score is added together, a higher score reflects a higher capacity organization. For the “Yes/No” format questions, the same idea is reflected; “Yes” was scored as 4 and “No” as 1. There is a total of 176 possible points, and we determine 3 levels of capacity based on the raw scores: high capacity organizations score between 133-176 points; middle level capacity is a range of 89-132; low capacity organizations have between 44-88 points. This range was determined based on both the highest and lowest scores possible and then by dividing that range into three equal parts.

Much of the significant information comes not from the scores, but from the qualitative responses in text boxes. This information is not reflected in the scores, but is used to substantiate the raw scores in our understanding of their organization capacity. This additional information is useful in making decisions about what level of assistance we can give to a particular organization. There is no content analysis of these data.

Section E5 – Data Analysis

The data are analyzed simply by finding the three basic averages (mean, median, and mode) for comparison. We analyze the data both collectively and regionally. Part of this reason is we divided that state into five regions for us to specialize in an area for our capacity building assistance. We follow the same guidelines for dividing the counties as the Governor’s Conference on Community Service and Volunteerism that OFBCI plans to assist in office solidarity, giving us four regions. The fifth central region comes out of practical necessity. Marion and the surrounding “donut” counties represent about 30% of

all the survey respondents, and the area has a more dominant effect so it does not fit in easily with any of the other regions. Thus, it becomes its own region as seen in **Appendix A**.

It is important to note that in our regional comparisons, we give the regions equal weight instead of it being based on the number of respondents in each region. We want to emphasize the similarities and differences between the regions as a whole without the added confusion of how many respondents are in each region. However, when looking at the data from a statewide perspective, region was immaterial to the data analysis.